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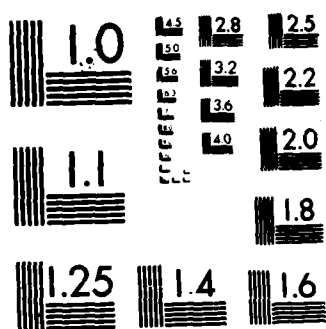UNCLASSIFIED ACSC-87-1370 F/G 5/1 NL

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STUDENT REPORT
C-12 STANDARDIZATION/EVALUATION IN
THE CENTCOM AREA OF RESPONSIBILITY

Major David A. Jones   87-1370
"insights into tomorrow"

87   5   5 084

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OF RESPONSIBILITY

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USAFE provides standardization and evaluation to CENTCOM Area of Responsibility (AOR) assigned C-12 units. This function precedes CENTCOM's establishment as a unified command in 1983. The CENTCOM/J3 directed CENTAF to establish standardization and evaluation procedures for its C-12 units in 1984. CENTAF executed a Memorandum of Agreement with USAFE as a temporary fix to maintain the status quo. They still haven't developed the long-term solution directed by the J3. This study reviews C-12 operations, training, and stan/eval in general; USAFE/CENTCOM program costs, other command programs, and thoughts of C-12 program managers; and, options for a long-term solution. A stan/eval section in the AOR is recommended.

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PREFACE

This staff analysis addresses a problem identified by the USCENTCOM/IG in 1983. The problem still doesn't have a permanent solution. That problem is CENTCOM doesn't provide standardization and evaluation (stan/eval) guidance for the C-12 units in its Area of Responsibility (AOR). The C-12s located around the world belong to MAC or are owned by AFLC and used by Defense Attache Offices (DAO) or Security Assistance Offices (SAO). CENTCOM is concerned with the DAO and SAO airplanes. A general outline on the C-12 aircraft, mission, and unit manning is found in chapter one. Chapter two discusses how stan/eval and training are currently being accomplished. Ideas on how to save money are outlined in chapter three. Finally, chapter four gives options and recommendations for C-12 program managers to pursue in seeking a permanent solution to the stan/eval problem. A CENTAF stan/eval unit presence in the AOR is recommended.

ABOUT THE AUTHOR

Major David A. Jones is attending Air Command and Staff College. He is a Squadron Officer School graduate with a BS in Biology from the University of Tampa and a MA in Public Adminis- tration from Golden Gate University. An Army ROTC graduate, he has served as a base commander's executive officer at MacDill AFB, FL; an Air Force ROTC instructor at Manhattan College in New York City; and, a C-141 Special Operations Low Level (SOLL I) instructor pilot and tactics planner for the 438 MAW at McGuire AFB, NJ. His last assignment was with the United States Military Training Mission to Saudi Arabia (USMTM-SA) in Dhahran. There he served as Chief of the Aviation Division and the only C-12 flight examiner in the CENTCOM Area of Responsibility (AOR).

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REPORT NUMBER 87-1370

AUTHOR(S) MAJOR DAVID A. JONES, USAF

TITLE C-12 STANDARDIZATION/EVALUATION IN THE CENTCOM AREA OF RESPONSIBILITY

I. <u>Purpose:</u> Determine who should perform the standardization and evaluation functions for CENTCOM AOR assigned C-12 units.

II. <u>Problem:</u> During an inspection of USMTM in early 1984, the CENTCOM/IG discovered that CENTCOM AOR C-12 units were still being operated under USAFE rules. He reported that there was no CENTCOM documentation supporting this arrangement. CENTCOM/J3, in answering the IG report, stated that CENTAF was working on a MOA with USAFE to continue C-12 standardization and evaluation functions in the short-term while working on a long-term solution to the problem. His long-term solution was for CENTAF to develop C-12 expertise and become directly involved in the stan/eval function. The long-term solution is still not in effect.

III. <u>Data:</u> There are several ways to perform the stan/eval function for CENTCOM AOR assigned C-12 units. One way is to leave things the way they are and another is to have CENTAF/DOV attempt to do it from the states. MAC could assume worldwide responsibility for C-12 stan/eval if they were given the three manpower authorizations held by USAFE, USAFSO, and PACAF. However, this would limit DAO/SAO mission flexibility. DIA and DSAA could work with the MAJCOMs and develop joint Tactical Air Forces

(TAF) regulatory guidance for worldwide control of the 35 airplane C-12 fleet. An annual savings of $7,600 can be achieved if the function is moved from Germany to Saudi Arabia. Additional savings are possible through a joint initiative with the Army and possibly the Navy for civilian contract of initial C-12 flight training. This would eliminate MAC's requirement to maintain two C-12As and the aircraft could then be assigned to an AOR unit. Instructor Pilot training could be accomplished in-theater if a stan/eval section is in the AOR.

IV. Conclusion: CENTAF can provide the impetus to revamp the entire DIA/DSAA C-12 stan/eval program while saving USAF dollars if they move into the AOR. CENTCOM should direct CENTAF to coordinate with the Air Staff, DIA, DSAA, MAC, and USAFE to implement the following recommendations:

   1. Establish a CENTAF/DOV section in Dhahran to provide stan/eval programs for CENTCOM and EUCOM AOR assigned C-12 units.

   2. Develop TAF regulations to standardize C-12 programs around the world.

   3. Centralize flight records and publications accounts for all C-12 units.

   4. Pursue a joint contract with the Army and Navy for initial C-12 flight training.

   5. Provide Instructor Pilot training programs in the theaters.

   6. Change AFR 60-1, para 2-16c, to reflect current policy regarding DIA and DSAA assets.

GLOSSARY

AFLC - Air Force Logistics Command
AOR - Area Of Responsibility
BASI - Beech Aerospace Services Inc
CENTAF - Central Command Air Force Component
CENTCOM - Central Command
COMPWG - Composite Wing
DAO - Defense Attache Office
DIA - Defense Intelligence Agency
DO - Director of Operations
DOV - Director of Stan/Eval
DSAA - Defense Security Assistance Agency
EUCOM - European Command
FMS - Foreign Military Sales
IG - Inspector General
ILSP - Integrated Logistics Support Plan
IP - Instructor Pilot
JCS - Joint Chiefs of Staff
J3 - Director of Operations
MAAG - Military Assistance Advisory Group
MAC - Military Airlift Command
MAJCOM - Major Command
MC - Mission Capable
MOA - Memorandum of Agreement
MOU - Memorandum of Understanding
OMC - Office of Military Cooperation
OSA - Operational Support Airlift
PACAF - Pacific Air Forces
PRP - Programs and Evaluation
SAC - Strategic Air Command
SALC - Sacramento Air Logistics Center
SAO - Security Assistance Office
SEFE - Standardization/Evaluation Flight Examiner
TAC - Tactical Air Command
USAFE - United States Air Forces Europe
USAFSO - United States Air Forces South
USMTM - United States Military Training Mission

Chapter One

C-12 BACKGROUND, MISSIONS, AND MANNING

C-12 BACKGROUND

C-12A/D aircraft were purchased by the Air Force to replace
an aging fleet of C-47s, C-54s, and others and thereby reduce
overall flight operating costs for Defense Attache Offices (DAO)
worldwide. Fourteen C-12As were bought in 1973, sixteen more in
1976, and six C-12Ds were delivered in 1984 (1:8,34). One of
these airplanes was lost in a 1984 crash with a helicopter in
Turkey. The remaining 35 C-12A/Ds currently support Security
Assistance Organizations (SAO) in addition to DAOs (42:--).

The C-12 is a military version of the ubiquitous Beech A200
Super King Air. Army, Navy, and Marine models are similar to the
Air Force C-12A. Model differences are due to a variety of avi-
onics, instrumentation, engine, propeller, and support system
peculiarities (29:--). The cost efficiency, maintenance relia-
bility, and operational capability of the Super King Air were
driving factors in MAC's selection of a modern version of the
C-12 for it's Operational Support Airlift (OSA) mission. The
C-12F and C-21 replaced the T-39 OSA mission in 1984 (38:--).

Super King Airs are outstanding support aircraft for SAOs,
DAOs, and MAC. The C-12A is a high performance, fixed wing,
T-tail, pressurized, twin engine turboprop, passenger and cargo
carrying aircraft. It easily operates from 4000 foot airstrips
carrying up to eight people, 2100 pounds of cargo, or a combina-
tion of both. It cruises at 230 knots true air speed and, with
auxiliary fuel tanks, has a 1400 nautical mile range (1:8).
This range allows pilots to fly unrefueled from Cairo, Egypt to
Bahrain in about five hours. The C-12 operational capabilities
are matched by an outstanding maintenance system.

Sacramento Air Logistics Center (SALC) at McClellan AFB
provides logistics management for the USAF C-12 fleet. They
manage a fixed price Logistics Support Contract (LSC) with Beech
Aerospace Services, Inc (BASI). All supplies and maintenance for
the C-12s are provided by BASI contractors who must maintain an
80% Mission Capable (MC) rate. The presence of King Airs around
the world allows BASI technicians to maintain MC rates of 95+% in

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ACR	LOCATION	TYPE	NUMBER	USER
CENTCOM	DHAHRAN, SAUDI ARABIA	A	4	DSAA
CENTCOM	RIYADH, SAUDI ARABIA	A	1	DIA
CENTCOM	ISLAMABAD, PAKISTAN	A/D	2	DIA/DSAA
CENTCOM	MOGADISHU, SOMALIA	D	1	DIA/DSAA
CENTCOM	KHARTOUM, SUDAN	A	1	DSAA
CENTCOM	CAIRO, EGYPT	A	1	DIA/DSAA
EUCOM	PRETORIA, SOUTH AFRICA	A	1	DIA
EUCOM	KINSHASA, ZAIRE	A	1	DIA/DSAA
EUCOM	ABIDJAN, IVORY COAST	A	1	DIA
EUCOM	MONROVIA, LIBERIA	D	1	DIA
EUCOM	RABAT, MOROCCO	A	1	DIA
EUCOM	MADRID, SPAIN	A	1	DSAA
EUCOM	ATHENS, GREECE	A	1	DIA
EUCOM	ANKARA, TURKEY	A	2	DIA/DSAA
SOUTHCOM	MEXICO CITY, MEXICO	D	1	DIA
SOUTHCOM	TEGUCIGALPA, HONDURAS	A	2	DIA/DSAA
SOUTHCOM	QUITO, ECUADOR	D	1	DIA/DSAA
SOUTHCOM	CARACAS, VENEZUELA	A	1	DIA
SOUTHCOM	BRASILIA, BRAZIL	A	1	DIA
SOUTHCOM	BUENOS AIRES, ARGENTINA	A	1	DIA
SOUTHCOM	LA PAZ, BOLIVIA	D	1	DIA
PACOM	MANILA, PHILIPPINES	A	2	DIA/DSAA
PACOM	BANGKOK, THAILAND	A	2	DIA/DSAA
PACOM	JAKARTA, INDONESIA	A	1	DIA/DSAA
PACOM	CANBERRA, AUSTRALIA	A	1	DIA

Note 1 - MAC maintains C-12F units at: Ramstein AB, Germany
        Elmendorf AFB, Alaska
        Osan AB, Korea
        Kadena AB, Okinawa
        Clark AB, Phillipines

Note 2 - Theater C-12 Stan/Eval sections are located at:
        Ramstein AB, Germany
        Howard AFB, Panama
        Clark AB, Phillipines

Note 3 - Two C-12As are used for crew training at Andrews AFB.

Table 1.   Theater Assigned C-12 Locations

some areas (42:--). At least one BASI technician is assigned to
each C-12 beddown base in support of the unit mission (1:12).

Ten of the 33 theater assigned C-12A/Ds (see table 1) are
located in the USCENTCOM Area of Responsibility (AOR) (1:34).
The United States Military Training Mission to Saudi Arabia
(USMTM-SA) operates four Defense Security Assistance Agency
(DSAA) controlled aircraft; making it the largest SAO OSA contin-
gent in the world. Two aircraft are used by DSAA and Defense
Intelligence Agency (DIA) personnel in Pakistan (DIA actually
controls the use of DAO aircraft). DIA maintains a plane in
Riyadh, Saudia Arabia and one in Somolia. DSAA has a plane in
Sudan and shares one with DIA in Egypt. These aircraft coupled
with those in the rest of Africa comprise almost half of the
theater assigned C-12A/Ds used to support DAO and SAO missions
(29:--).

MISSIONS

Missions are basically the same for all DAO units but vary
for SAO organizations. The DIA mission of DAOs is classified and
will not be discussed in this paper. Unclassified missions for
DAOs include: transportation of ambassadors, embassy staff and
visiting government officials; theater orientation; proficiency
flying; and, currency or upgrade training (29:--). SAO missions
are unit unique but include the unclassified missions mentioned
above. They support the administration of US military security
assistance programs designed to improve host nation security
(35:--). Small units like the Office of Military Cooperation
(OMC) Cairo do little more than personnel transportation, train-
ing, and proficiency flying. By contrast, USMTM-SA operates
what amounts to a regional airline for US government agencies
throughout the Kingdom of Saudi Arabia and Middle East. It's
integral aviation division flies a twice daily passenger and
distribution shuttle between Dhahran and Riyadh. A daily cargo
mission is also flown to one of the unit's remote sites. These
missions move passengers, cargo (supplies, equipment, and BX
goods), distribution, mail, and commissary goods. An aerovac kit
is also maintained for an air ambulance role and special missions
are flown throughout the AOR in support of senior US government
officials (29:--).

Mission suppo↑ capability is dependent on the number of
flying hours available to the unit. DSAA and DIA pay for and
allocate flying hours to units. Saudi Arabia has the largest
Foreign Military Sales (FMS) program in the world and so USMTM-SA
flies 2900 hours annually or almost 20% of the total USAF 15,500
C-12A/D flying hour contract. Smaller units may fly less than
10% of USMTM's hours but end up spending a greater percentage of
their time flying currency missions. The remaining time is flown

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on an as-required basis on mission types previously listed
(42:--). Mission capability is also dependent on unit manning.

MANNING

Manning at each beddown base is as varied as aircraft as-
signment and unit missions. USMTM-SA employs six full-time
pilots who average 90-100 flying hours per month. They are pre-
dominately young captains with previous SAC or MAC aircraft com-
mander experience in another weapons system. These pilots are
highly proficient and contrast other pilots flying the C-12A/D.
Most pilots in other units around the AOR are part-timers. They
are normally Army, Navy, and Air Force field grade officers who
have primary jobs other than flying. Pilot-rated colonels and,
in the case of USMTM, a major general normally fly the aircraft
with an Instructor Pilot (IP). Two current pilots are required
to crew the C-12 and IPs at the unit level help keep the others
current. Some small units (like Somolia's) have only four pilots
with no IP assigned (29:--).

Chapter Two

CURRENT STANDARDIZATION/EVALUATION PROCEDURES

<u>WHY USAFE CONTROL?</u>

Despite mission and manning differences, all ten C-12s in
the CENTCOM AOR are flown under USAFE standardization and evalu-
ation rules. This is mandated by AFR 60-1 and dates to 1974
when C-12s were introduced to the EUCOM theater (8:18). Para-
graph 2-16c of AFR 60-1 states:

> For Military Assistance Advisory Group (MAAG), mission,
> and Defense Intelligence (DIA) aircraft and aircrews:
> (1) Support aircraft for MAAG or missions are
> assigned to the theater air component commander in which
> they are geographically located. Support aircraft for
> defense attaches are assigned to HQ AFLC and placed on
> loan to the DIA. The using organizations, US MAAG,
> mission, and defense attache offices must comply with
> the theater command air rules and regulations that per-
> tain to aircraft operations, crew qualifications, cur-
> rency, training, and evaluation requirements. Opera-
> tional control (as it pertains to the missions and pur-
> poses for which these aircraft are operated) is kept by
> either the unified command or DIA. Operational control
> and scheduling of aircraft remains with either the MAAG,
> mission, or DIA.
> (2) Theater commands make command policies that
> pertain to MAAG, mission, or DIA aircraft operations
> and aircrew training, qualification, and evaluation ac-
> cording to HQ USAF guidance and theater requirements.

A message (23:3) from HQ USAF/PRP to all concerned states:
"Command of assmt for all C-12A/D acft supporting SAO's will be
standar⌐ı̈zed to AFLC just as it is for all C-12A/D acft support-
ing DAO's." While this message lumps SAO (i.e. MAAG or mission)
aircraft with DAO aircraft, it doesn't show why USAFE is still
performing the stan/eval function for CENTCOM assets.

It appears that support airlift management was an area that
fell through the crack when CENTCOM was carved out of EUCOM and
PACOM theaters in 1983 (17:1). The oversight was noticed by the

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EVENT	**FREQUENCY** (Semiannual/Quarterly/Monthly)		
	USAFE	MAC	TAC
SORTIE	12/6/-	12/6/1	12/-/-
TAKEOFFS	12/6/-*	12/6/2	12/-/-*
(Night)	2/-/-	-/-/-	2/1/-
LANDINGS	12/6/-*	12/6/2	12/6/-*
(Night)	2/-/-	2/-/-	2/1/-
APPROACHES	-/-/-*	-/-/2	-/-/-*
(Precision)	6/3/-	-/-/-	6/-/-
(PAR)	-/-/-	2/1/-	-/-/-
(ILS)	-/-/-	8/4/-	-/-/-
(Non-Precision)	6/3/-	-/-/-	6/-/-
(ASR)	-/-/-	2/1/-	-/-/-
(VOR)	-/-/-	2/1/-	-/-/-
(ADF)	-/-/-	2/1/-	-/-/-
(TAC)	-/-/-	2/1/-	-/-/-
LPS	-/-/-	2/1/-	2/1/-
(Bold Face)	6/3/1	2/1/-	2/1/-
(Missed Approach)	-/-/-	2/1/-	2/1/-
(Circle)	-/-/-	2/1/-	2/1/-
(Holding)	-/-/-	2/1/-	2/1/-
(Inst Departure)	-/-/-	-/-/-	2/1/-
(Max Effort T/O)	2/1/-	-/-/-	2/1/-
(Min Run LND)	2/1/-	-/-/-	2/1/-
(Eng Out G/A)	2/1/-	2/1/-	2/1/-
(Eng Out LND)	2/1/-	2/1/-	2/1/-
(VFR LND)	-/-/-	2/1/-	2/1/-

* - Required every 45 days.

Table 2. Currency Requirements

CENTCOM IG during his 1983 inspection of USMTM and listed in his formal report as follows:

> Presently, USAFE/DOVS is providing USMTM flight management guidance and evaluation IAW USAFE Regs 55-30, 60-1 and 60-4. There is no USCENTCOM documentation of this arrangement. CENTCOM needs to establish SAO C-12 policy guidance and management responsibilities and have them officially promulgated. As a minimum, the OPRs for flight operation guidance, standardization evaluations and total resource management inspections need to be tasked.

The CENTCOM Director of Operations stated "That USCENTAF [the Air Force component] establish a long-term solution to manage both the standardization/evaluation and resource management functions. While an interim solution is a MOA with USAFE to perform these functions, USCENTAF must become directly involved in these functions over the long term" in his response to the IG report (14:2). The "long term" solution has yet to be addressed but the USAFE/USCENTAF MOU was executed by TAC headquarters on 28 June 1984 (14:1).

AIRCREW TRAINING & EVALUATION REQUIREMENTS

The MOU legitimized USAFE's control of CENTCOM AOR continuation flight training, standardization, and evaluation support as outlined in AFM 51-44 and AFR 60-1. While USAFE is responsible for management of qualified C-12 pilots, AFM 51-44 tasks MAC with the responsibility of initial aircrew training (7:1).

Pilots enroute to theater DAO or SAO assignments receive a three week course on how to fly the C-12. The MAC-managed training includes one week of contract simulator and ground training in Alabama and two weeks of flight training at Andrews AFB, MD. The proximity of Andrews to other Air Attache training programs in the Washington, DC area allows maximum flexibility for student scheduling. Pilots graduate from this course as First Pilots (FP) with only 10 C-12 flying hours and are sent to their next duty station for theater standardization training (29:--).

USAFE mandates ground, theater indoctrination, currency, and upgrade training through an assortment of regulations and supplements. Only two of these, USAFER 55-30 and USAFE Sup 1 to AFR 51-44, specifically deal with the C-12 (9:--; 11:--); the rest are fighter oriented with exceptions inserted for C-12 operation (10:--; 12:--). Ground training is general while theater indoctrination provides the newly assigned pilot a chance to visit most of the airfields he will operate from. Currency requirements are compared to those of MAC and TAC in table 2 (9:4; 2:2;

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5:4). Upgrade training to Aircraft Commander (AC) is an in-unit process which doesn't require a checkride. Instructor Pilot (IP) upgrade training is difficult to accomplish in the field. Units usually try to send a trainee back to Andrews AFB for a one week IP course. The trainee must receive a checkride from a USAFE Flight Evaluator (SEFE) before he is considered USAFE qualified (13:4-1). This will normally take place in his unit and hopefully coincide with a scheduled evaluation visit.

USAFE/DOV visits each unit every 15 to 17 months to fulfil aircrew standardization/evaluation program requirements outlined in USAFER 60-2. A two man team administers written exams and flight evaluations (which expire every 17 months), and inspects safety, maintenance, and publications control procedures (12:21). The team normally visits two to three units per trip. Inspection reports are sent to the units and CENTAF/DO for review. Colonel Kersey, USAFE/DOV, believes there has to be a better way of administering the program (32:--). He isn't alone. Chapter three outlines the costs involved, other command programs, and thoughts of those associated with C-12 management.

Chapter Three

EXPENSES, OTHER PROGRAMS, AND THOUGHTS

EXPENSES

The FY 88 trillion dollar budget, huge federal deficit, and current shortfall of PCS funds are strong motivation for military managers to seek the most cost efficient method of mission accomplishment. This chapter will review the costs of a C-12 stan/eval operation, look at how other commands perform that function, and finally, outline the thoughts of those involved in C-12 program management.

The expenses of a C-12 stan/eval unit can be broken down into three areas: personnel, TDY, and office costs. A personnel cost comparison for a two man (SEFE and Operations Administration NCO) unit located at USAFE Headquarters or in the CENTCOM AOR is shown in Table 3 (25:--; 27:--; 34:--; 37:--; 40:--; 41:--). (Dhahran is used only as a sample location). Table 4 depicts inspection cycle travel expenses to all C-12 units in Africa and the Middle East (37:--; 24:--). Table 5 provides an overall look at unit costs and shows that moving the operation to Dhahran would be cost efficient.

Command-level stan/eval program savings aren't the only savings incurred in a move to the CENTCOM AOR. Units that need stan/eval support at times other than their scheduled inspection must pay TDY expenses for the visit (32:--). Visits may be needed due to extended grounding of unit aircraft or pilots. Requalification checks, IP upgrades, and emergency training requirements are driving factors for the extra support. USMTM provided two requalification checks (one in April 1986 and another in June 1986) for OMC Cairo pilots because the USAFE SEFE was unable to schedule the trips. Total cost for each trip was about $300--significantly less than airfare required for a USAFE SEFE visit. The USMTM SEFE has transferred and there is no other CENTCOM SEFE. Determining operating unit savings is difficult to do as this support is not planned by the unit, but may be significant when coupled with command-level savings (29:--). The search for a less expensive way to do business necessitates a look at how other commands provide stan/eval support.

EXPENSES	LOCATION			
	RAMSTEIN AB, GERMANY		DHAHRAN, SAUDI ARABIA	
	O-4	E-7	O-4	E-7
HHG Shipment	$ 6,264	$ 4,437	$ 4,918	$ 3,279
Airfare	$ 1,500	$ 1,500	$ 4,500	$ 4,500
One Way Total	$ 7,764	$ 5,937	$ 9,418	$ 7,779
Roundtrip PCS	$15,528	$11,874	$18,836	$15,558
Per PCS Year	$ 5,176	$ 3,958	$ 9,418	$ 7,779
Pay	$86,273	$56,962	$84,249	$54,566
Per Year	$91,449	$60,920	$93,667	$62,345
Total Personnel	$152,369		$156,012	

Note 1 - Based on maximum authorized entitlement for member plus three dependents to and from Maxwell AFB, AL.

Note 2 - Based on standard three year tour in Germany and two year tour in Saudi Arabia.

Note 3 - Based on maximum pay and allowances including COLA, RENTPLUS, retirement accrual, and MAJCOM support costs.

Table 3. Personnel Cost Comparison

FRANKFORT TO/FROM	COST
DHAHRAN - RIYADH - ISLAMABAD	$ 7,260
CAIRO - KHARTOUM	$ 5,200
KINSHASA	$ 4,736
RABAT - MONROVIA - ABIDJAN	$ 5,627
PRETORIA - MOGADISHU	$ 6,143
Total For 15 Month Cycle	$28,966
Yearly Cost	**$23,173**

DHAHRAN TO/FROM	
ISLAMABAD - RIYADH	$ 928
KHARTOUM - MOGADISHU	$ 2,242
CAIRO - RABAT - MONROVIA - ABIDJAN	$ 6,158
KINSHASA - PRETORIA	$ 5,520
Total For 15 Month Cycle	$14,848
Yearly Cost	**$11,878**

Note 1 - Cost reflects sample USAFE/DOV visit profile with basing at Ramstein AB or Dhahran.

Note 2 - Visits to Madrid, Athens, and Ankara not addressed due to MAC channel availability to both locations.

Note 3 - $14,000 annual per diem for USAFE inspectors estimated to be the same for both locations.

Table 4.   Inspection Cycle Travel Costs

EXPENSES	RAMSTEIN	DHAHRAN
PERSONNEL [1]	$152,369	$156,012
TRAVEL [2]	$ 23,173	$ 11,878
PER DIEM	$ 14,000	$ 14,000
OFFICE SUPPLIES (estimated)	$ 1,500	$ 1,500
TOTAL	$191,042	$183,390

DIFFERENCE $7,652

Note 1 - From Figure 3.

Note 2 - From Figure 4.

Table 5. Stan/Eval Unit Cost Comparison

OTHER PROGRAMS

Three unified commands (EUCOM, SOUTHCOM, and PACOM) and MAC utilize OSA aircraft. PACOM C-12 stan/eval will not be addressed due to its similarity to SOUTHCOM's program. Differences of the other command programs are outlined below.

MAC is the specified airlift command and the training command for all DIA and DSAA crews (4:3). Its stan/eval program and regulations are geared for airlift operations worldwide. The only C-12 SEFE at HQ MAC visits units from Ramstein AB to Clark AB on Additional Crew Member (ACM) orders to eliminate unit travel expenses. SEFEs are located at Ramstein AB, Scott AFB, and Yokota AB to provide unit stan/eval support (3:--; 38:--).

MAC maintains a special relationship with the EUCOM Flight Operations Division. The joint unit operates its MAC-owned C-21s under MAC and EUCOM rules. MACR 55-121 outlines general C-21 operations with waivers for EUCOM operations. EUR 55-4 lists deviations from the MAC program and authorizes C-12 and C-21 crews to interfly. MAC doesn't provide a formal stan/eval inspection of the unit but performs a staff assistance visit in conjunction with the Ramstein unit inspection. The report is

forwarded to the EUCOM/J3. MAC pays for the TDY, landing fees, and aircraft operations of EUCOM C-21 crews (36:--). By contrast, TAC only provides stan/eval guidance for SOUTHCOM assigned C-12s.

TAC doesn't have a C-12 SEFE at the headquarters. The TAC evaluator is at Howard AB and attached to the 24 COMPWG. He develops C-12 guidance and performs stan/eval procedures in his one-man operation. He oversees eight DAO and SAO sites and provides in-theater IP training in addition to writing unit reports (6:--; 31:--).

Each of the commands has a different way of managing their stan/eval programs. Table 2 contrasts MAC, TAC, and USAFE currency requirements. The people managing these C-12 programs have different ideas on how CENTCOM could provide stan/eval in its AOR.

OTHER THOUGHTS

Those associated with the C-12 program tend to think about program management responsibility in one of four ways: it's MAC's problem, the theater commander's problem, DIA and DSAA's problem, or not currently a problem.

The idea that MAC should assume worldwide responsibility for C-12 operations was presented by TAC and CENTAF in 1984. The TAC/DO convinced the USAFSO/DO that MAC could manage the C-12 program much more efficiently (15:--; 21:--). At the same time, CENTAF/DOV looked to MAC when tasked by the CENTCOM/J3 to develop a stan/eval program for its AOR assigned units (18:--; 20:--). MAC told TAC and CENTAF that they "didn't want the C-12A/D responsibility but if forced would want USAFE and PACAF C-12 manpower authorizations" (19:--). USAF/XOO and PRP settled the dispute in a message (23:5) stating:

> C-12A/D stan/eval matters will also continue in near
> term (FY 85-86) to remain responsibility of AF compo-
> nent cmdr of unified cmd responsible for theater in
> which the SAO/DAO is located. However, HQ USAFE, PACAF,
> or TAC (for USCENTAF) may submit an FY 87 POM initiative
> to consolidate their C-12A/D stan/eval functions w/MAC's
> C-12F stan/eval function where potential duplication may
> exist.

CENTAF/DOV would still like to have MAC assume the responsibility and MAC still resists unless they get the USAFE, PACAF, and USAFSO manpower authorizations (39:--; 38:--). TAC and USAFSO now believe theater commanders should provide stan/eval proce-dures for their units (30:--; 31:--).

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Theater stan/eval programs could be improved according to Maj Kammler of TAC and Maj Kastan of USAFSO. Tactical Air Forces (TAF) regulations could be developed in coordination with DIA and DSAA which would standardize the C-12A/D operations worldwide. These multi-command regulations are already in effect for other weapons systems (30:--). Another initiative could be to consolidate Army and Air Force initial C-12 training. Flight training could be added to the current civilian contract ground and simulator training. This would eliminate the need for MAC to conduct flight training at the 89 MAW and allow their two C-12s to be relocated to a theater (31:--).

DIA's Maj Unser believes in maintaining theater-level stan/eval with TAF regulations, but there are those, like Col Kersey of USAFE/DOV, who believe C-12 stan/eval is a DIA/DSAA problem. The USAFE SEFE is maintaining a "ragged edge operation" with an excessive work load and 160-170 days TDY annually just to support DIA and DSAA. Col Kersey is willing to give away the C-12 stan/eval mission if someone wants it and feels that no MAJCOM, except MAC, needs a C-12 evaluator except to support DIA and DSAA (32:--). DSAA personnel point out that there is no one with C-12 operational experience at DSAA and there are no problems with the way the stan/eval program is currently managed (28:--; 35:--).

CENTCOM's Lt Col Lumley is among those who believe there is no problem with how the system currently works. Like DIA and DSAA, CENTCOM doesn't pay anything for USAFE to provide the stan/eval function for AOR units (28:--). The Air Staff's Lt Col Allen maintains a wait-and-see attitude toward C-12 stan/eval. He is the interface between the MAJCOMs, DIA, and DSAA and will make the decisions on any major program changes (26:--).

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Chapter Four

OPTIONS, CONCLUSION, AND RECOMMENDATIONS

OPTIONS

Information in the preceding chapters provides an option base for determining who should provide stan/eval management for CENTCOM AOR assigned C-12 units. Pro and con factors are included for each of the following options:

1. **Do nothing.** This option maintains the status quo but fails to provide the long term solution ordered by the CENTCOM/J3 in 1984.

2. **Have DIA and DSAA develop a worldwide stan/eval program.** This option makes sense as DIA and DSAA are the users of the 35 airplane C-12 fleet. They know what missions need to be flown in support of their programs and can tailor stan/eval guidance for maximum mission flexibility. While this technique would provide a long term solution, it is impractical as there are only four people in DIA and DSAA concerned with C-12 management and only one of those is a pilot.

3. **Have MAC assume stan/eval control of all C-12s.** Again, this option makes sense as MAC is the specified command for airlift, maintains a fleet of C-12Fs, and has standardized regulations. This long term solution would allow aircrews to travel free in ACM status on other MAC aircraft. The MAC regulations would restrict the flexibility of DIA and DSAA units and a change to AFR 60-1 would be required.

4. **Establish a C-12 section at CENTAF/DOV.** This option would fulfil the CENTCOM/J3's request for a long term solution and follow guidance in AFR 60-1. Transportation costs, time zone changes and the requirement for additional personnel costs make this an expensive option.

5. **Establish a CENTAF stan/eval section in the AOR for CENTCOM and EUCOM units.** This option gives CENTCOM their own long term solution which is more cost efficient than the present program, provides accessibility of the SEFE to the units, capability for in-theater IP training, and gives the SEFE an

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airplane for proficiency flying. On the other hand, the SEFE will be isolated from HQ CENTAF and will be responsible for 14 C-12 units.

CONCLUSION

The C-12 program is a small but vital part of the US military. DAOs and SAOs are scattered throughout the world showing the flag, helping our allies, and providing information for our senior leadership. Each C-12 unit is the responsibility of a unified commander and CENTCOM is the only command which fails to provide stan/eval guidance to its units. The CENTCOM/IG noticed this in 1983 and the CENTCOM/J3 directed CENTAF to become directly involved in a stan/eval program for its assets. This still hasn't happened and USAFE continues to perform the task. CENTCOM should reiterate the J3's direction that CENTAF develop a long term solution for AOR stan/eval.

CENTAF can provide the impetus to revamp the entire DIA/DSAA C-12 stan/eval program while saving USAF dollars if they move into the AOR. AFR 60-1 is out of date with regard to DAO/SAO C-12 aircraft assignment and should be changed. At the Air Staff, Lt Col Allen is working with DIA and DSAA to develop a standard-ized USAF C-12 program. TAF regulations are in effect for other aircraft and could be used for the C-12. The small size (35 air-planes) of the C-12 fleet coupled with geographic separation of the units lends to centralized administration of flight records and publications accounts. The JCS is looking for ways to save money and a joint service C-12 contract training program may do that. Army, Navy, and Air Force C-12 pilots are currently train-ed by MAC. The two aircraft released by MAC could be used in the field for IP training if the joint contract was let. CENTAF should establish a stan/eval function in Dhahran to support CENTCOM and EUCOM AOR units. USAFE doesn't want the responsi-bility any longer and an annual savings of almost $8,000 is made with the relocation. TAC and PACAF keep their evaluators in the SOUTHCOM and PACOM AORs. Col Peeke, the Chief of Aviation for OMC Cairo, puts it this way: "CENTCOM has been in existence for four years and I think it is high time for them to assume all of the responsibilities of a unified command, Stan/Eval being one of them" (22:1). The answer to who should perform the stan/eval functions for CENTCOM AOR assigned units is--CENTAF. Other options are available but not recommended. CENTAF can provide the spark needed to improve the entire C-12 program if they take action on the following recommendations.

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RECOMMENDATIONS

1. Establish a CENTAF/DOV section in Dhahran to provide stan/eval management of CENTCOM and EUCOM AOR assigned C-12 units.

2. Coordinate with DIA and DSAA to develop TAF regulations to standardize C-12 programs around the world.

3. Centralize flight records and publications accounts for all C-12 units.

4. Pursue a joint contract initial C-12 flight training program with the Army and Navy.

5. Provide an in-theater IP training program.

6. Change AFR 60-1, paragraph 2-16c(1), to reflect that DIA and DSAA aircraft are assigned to HQ AFLC.

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